

ABSTRAK

PENGARUH *SERVANT LEADERSHIP* TERHADAP KINERJA KARYAWAN DENGAN *EMPLOYEE ENGAGEMENT* DAN *ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)* SEBAGAI VARIABEL MEDIASI DI MANDIRI INHEALTH

Pardi Simamora

Magister Manajemen Fakultas Ekonomi, Universitas Negeri Jakarta

Abstrak

Banyak perusahaan dalam era keterbukaan dan globalisasi ini yang menawarkan produk dan jasa dengan karakteristik yang relatif sama. Kondisi ini menciptakan persaingan yang semakin tinggi dalam dunia bisnis, menyebabkan dunia bisnis menjadi sangat kompetitif, iklim bisnis yang selalu berubah dan tidak pasti. Penelitian ini menganalisis pengaruh servant leadership terhadap kinerja karyawan dengan *employee engagement* dan *organizational citizenship behavior* sebagai variabel mediasi di perusahaan Mandiri Inhealth. Penentuan sampel menggunakan metode *proportionate stratified random sampling*. Sampel dalam penelitian berjumlah paling sedikit 185 responden dianalisis menggunakan *Structural Equation Modelling (SEM)*. Hasil Penelitian adalah terdapat pengaruh langsung *servant leadership* terhadap kinerja karyawan, terdapat pengaruh langsung *servant leadership* terhadap *employee engagement*, terdapat pengaruh langsung *employee engagement* terhadap kinerja karyawan, terdapat pengaruh langsung *servant leadership* terhadap *organizational citizenship behavior*, terdapat pengaruh langsung *organizational citizenship behavior* terhadap kinerja karyawan, tidak

terdapat pengaruh tidak langsung *servant leadership* terhadap kinerja karyawan melalaui mediasi *employee engagement*, terdapat pengaruh tidak langsung *servant leadership* terhadap kinerja karyawan melalui mediasi *organizational citizenship behavior*.

Kata Kunci: *Servant Leadership*, *Employee Engagement*, *Organizational Citizenship Behavior*, Kinerja Karyawan.



**EFFECT OF SERVANT LEADERSHIP ON EMPLOYEE
PERFORMANCE WITH EMPLOYEE ENGAGEMENT AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A
MEDIATION VARIABLE IN MANDIRI INHEALTH**

Pardi Simamora

Master of Management Faculty of Economics, Jakarta State University

ABSTRACT

Many companies in this era of openness and globalization offer products and services with relatively the same characteristics. This condition creates increasingly high competition in the business world, causing the business world to become very competitive, a business climate that is always changing and uncertain. This study analyzes the effect of servant leadership on employee performance with employee engagement and organizational citizenship behavior as mediating variables in Mandiri Inhealth companies. Determination of the sample using proportionate stratified random sampling method. The sample in the study amounted to at least 185 respondents analyzed using Structural Equation Modeling (SEM). The results of the study are there is a direct effect on servant leadership on employee performance, there is a direct effect on servant leadership on employee engagement, there is a direct effect on employee engagement on employee performance, there is a direct effect on servant leadership on organizational citizenship behavior, there is a direct effect on organizational citizenship behavior on employee performance, there is no indirect effect of servant leadership on employee performance through employee engagement mediation, there is an

indirect effect of servant leadership on employee performance through mediating organizational citizenship behavior.

Keywords: *Servant Leadership, Employee Engagement, Organizational Citizenship Behavior, Employee Performance.*

